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City of
MOUNTAIN VIEW
AFFIRMATIVE ACTION PROGRAM
adopted December 1976



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CITY OF MOUNTAIN VIEW
AFFIRMATIVE ACTION PROGRAM
ADOPTED DECEMBER 1976

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Angelo Frosolone, Councilman
Charles Gordon, Councilman
Emily Lyon, Councilwoman
Judith Moss, Councilwoman
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PERSONNEL COMMISSION

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Cecelia S. Arroyo, Commissioner
LaMora V. Lynch, Commissioner
Eugene Molay, Commissioner
Pauline Picone, Commissioner

Min. groups
civil serv.

Employ
Music

Mountain View

Prepared By:

Ralph Jaeck, Asst. City Mgr.
Connie Linton, Staff Asst.
Madelyn Vassigh, Personnel Dir.

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INDEX

Introduction	1
Policy Statement	1
Objective of Plan	2
City Council's Responsibilities	3
City Manager's Responsibilities	3
Personnel Officer's Responsibilities	4
Department Head's Responsibilities	5
Personnel Commission's Responsibilities	5
Utilization Analysis	5
Staffing, Goals and Timetables	6
Audit and Reporting System	7
Personnel System Modifications	7
Updating Plan	8
Goals	9
Review of Classification Plan	11
Departmental Affirmative Action Programs	12
Recruitment/Selection	13
Other Recommendations	15
Tables and Attachments	16
Administrative Policies	21
Revised Employment Application	25

CITY OF MOUNTAIN VIEW AFFIRMATIVE ACTION PLAN

Introduction

The City of Mountain View, in recognition of its responsibility as a community and an employer, has long supported equal employment opportunities for all. Beginning with basic policies in the early 1970's, the Personnel Commission, City Council, city staff and employees, and other interested persons have worked together in developing and refining the following City Affirmative Action Program.

This Plan is a working document and should not be considered all-inclusive. As the objectives are modified and programs added, this document should expand as a reflection of activity in the Affirmative Action Program.

I. Background

The goals of equal employment opportunity for all has long been expressed as an American ideal. Unfortunately this ideal has not yet been realized. The history of discriminatory employment practices throughout all segments of American society has resulted in a serious imbalance, and effects of these practices on minorities and women are seen in their inadequate representation at higher salary levels and responsible classes of employment.

The mere passive prohibition of discriminatory practices is not sufficient to effectuate the principle of equal employment opportunity. Affirmative and direct action is required to make equal employment opportunity a reality and correct the effect of past patterns of discriminatory employment.

The City Council of the City of Mountain View recognizes that it is in the best interest of the City and the community to provide equal employment opportunity for all qualified applicants for employment, regardless of their race, color, national origin, sex, age, creed, religion, physical handicap, marital status, sexual preference, or political affiliation. In order to achieve that end, this Affirmative Action Plan is adopted.

II. Policy Statement

WHEREAS the City of Mountain View strongly supports all provisions for equal opportunity employment contained in the Equal Opportunity Act of 1972;

WHEREAS the City of Mountain View strongly supports fair practices in employment, services, and treatment of all persons without discrimination because of race, color, national origin, sex, age, creed, religion, physical handicap, marital status, sexual preference, or political affiliation;

WHEREAS the City of Mountain View will not establish or utilize a job standard or requirement unless it is a documented bona fide job requirement;

WHEREAS the City of Mountain View recognizes its responsibility to the community in demonstrating positive leadership and equal opportunity employment and adopt Resolutions in 1972 and 1974 to demonstrate its leadership;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Mountain View:

(1) that it shall be the policy of the City of Mountain View to afford equal employment opportunity for all persons without discrimination because of race, color, national origin, sex, age, religion, creed, physical handicap, marital status, sexual preference, or political affiliation, unless such factor shall be a bona fide occupational qualification for the position;

(2) that further efforts be made to increase representation of ethnic and racial minorities and women in all occupational groupings and city departments to the same approximate proportion as representation in the community at large;

AND, (3) that the City Manager direct each city department to develop individual departmental programs with annual and five-year goals to provide representation of women and ethnic and racial minorities through all levels of their departments in the same approximate proportions as to the makeup of the population of the City of Mountain View;

AND, BE IT FURTHER RESOLVED that the City Manager's office present an annual report of program activities to the Personnel Commission and City Council;

AND, BE IT FURTHER RESOLVED that the City Council review the report of findings and recommendations prepared by the Personnel Commission and Personnel Officer and make appropriate revisions.

III. Objective

The overall objective of this Affirmative Action Program is to achieve and maintain an equitable representation of minorities and women at all levels and in all areas of city employment that will be proportionate to the representation of minorities in the area population and the representation of women in the area labor force.

The ways in which this objective will be achieved are:

- A. Establish responsibility for and provide guidelines for the implementation, conduct, and evaluation of the City's Affirmative Action efforts.
- B. Identify areas of underutilization of minorities and women in city service.

- C. Establish goals and timetables to remedy instances of underutilization of minorities and females in all areas and at all levels of city service.
- D. Identify and eliminate barriers to equal employment opportunity that exist within the City's personnel rules, practices, and processes.

IV. Responsibility for Affirmative Action Program Implementation, Conduct, and Evaluation

A. City Council

- 1. The Mountain View City Council has the ultimate responsibility for the implementation, conduct, and evaluation of the Affirmative Action Program.
- 2. The City Council shall delegate specific responsibilities for the administration of the City's Affirmative Action Program to the City Manager.
- 3. The City Council shall delegate specific responsibilities to the Personnel Commission to monitor and evaluate the City's Affirmative Action Program and make recommendations for modifications to the Program.

B. The City Manager shall:

- 1. Be designated by the City Council as the City executive responsible for the administration of the City's Affirmative Action Program.
- 2. Establish, administer, and provide policy direction for the City's Affirmative Action Program.
- 3. Be responsible for ensuring that fiscal resources are allocated to the Affirmative Action Program, and that they are sufficient to achieve the objectives of the Program.
- 4. Be responsible for ensuring that all supervisory personnel are aware of their responsibilities to take action to prevent discrimination against employees.
- 5. Be responsible for ensuring that the progress of the City's Affirmative Action Program is regularly monitored, and that this Program is appropriately modified on a regular basis to remedy instances of underutilization of minorities and women.
- 6. Be responsible for determining annual Affirmative Action Objectives for each department head and evaluating performance in implementing same.
- 7. Designate the Personnel Officer to plan and coordinate the implementation, conduct, and monitoring of the City Affirmative Action Program, and to direct the necessary modifications to the City personnel policies, practices, and processes.

C. The Personnel Officer shall:

1. Develop and implement a system for annually: assessing progress in the Affirmative Action Program; updating the goals and time-tables; and identifying and prioritizing areas in the City's personnel policies, practices, and processes that require analysis and/or modification.
2. Be responsible for ensuring that department heads are made aware of and supplied with the goals and objectives of the Affirmative Action Program.
3. Plan, schedule, and coordinate studies of, or modifications to, existing personnel policies, practices, and processes that are required to facilitate the City's Affirmative Action Program and remedy instances of underutilization of minorities and women.
4. Be responsible for ensuring that all modifications are made to the City's personnel policies, practices, and processes that are required to facilitate the City's Affirmative Action efforts.
5. Coordinate the implementation of changes resulting from current studies of existing personnel policies, practices, and processes.
6. Be responsible for receiving and investigating all complaints regarding alleged discrimination and determining courses of action to resolve such complaints.
7. Assist department heads and supervisors in solving problems regarding underutilization of minorities and women, and in setting goals and timetables to remedy specific instances of such underutilization.
8. Assist in the development and dissemination of administrative policy statements and directives relating to the City's Affirmative Action Program.
9. Meet regularly with the Personnel Commission to discuss methods of improving the City's Affirmative Action efforts.
10. Advise the City Manager of developments in the areas of Equal Employment Opportunity and Affirmative Action, and of developments in the City's Affirmative Action Program.
11. Monitor transfers, appointments, promotions, terminations, and other personnel transactions to ensure that such transactions are not in conflict with the goals and objectives of the City's Affirmative Action Program.
12. Receive and encourage suggestions from the public and the employees of the City regarding the improvement of the City's Affirmative Action efforts.

D. Department Heads shall:

1. Work closely with the City Manager and Personnel Officer to identify specific instances of underutilization of minorities and females within their departments, and to develop annual goals and timetables for the remedying of specific instances of such underutilization in their department as part of their annual Management-by-Objectives determinations.
2. Ensure that supervisors in their departments understand and comply with the provisions of the City's Affirmative Action Program.
3. Designate Affirmative Action Coordinators in their departments and ensure their development as a source of expertise on matters of Affirmative Action policies and processes, and departmental Affirmative Action goals and timetable, and ensure utilization of this resource within their departments.
4. Make every good-faith effort to achieve the specified Affirmative Action staffing goals set for their department. They shall be accountable to the City Manager for their progress made toward eliminating the underutilization of minorities and women in their departments.
5. Work closely with the City Manager and Personnel Officer in proposing and implementing changes in personnel practices that relate to their department, and in utilizing city personnel policies, practices, and processes in the manner most conducive to achieving specified Affirmative Action goals.

E. The Personnel Commission shall:

1. Be designated by the City Council to monitor and evaluate the City's Affirmative Action Program, and make recommendations for modification to the Program.
2. Meet regularly with the Personnel Officer to assess the progress and problems of the City's Affirmative Action Program and discuss recommendations for improvement.
3. Receive and investigate, as appropriate, complaints of alleged discrimination and make recommendations to the City Manager regarding disposition of complaints.

V. Utilization Analysis

A The City of Mountain View shall conduct a utilization analysis of the City work force each year. The purpose of this analysis shall be to determine where minorities and women are not employed in proportion to their relative representations in the area population and the area labor force.

- B. The annual utilization analysis shall result in statistical tables which depict the number of employees of each ethnic group and sex in each occupational category. The occupational categories provided on the federally mandated EEO-4 Report Forms shall be used for these purposes.
- C. The City shall annually obtain the most current data reflecting the percentages of minorities in the area population and the percentage of women in the area labor force.
- D. The City shall compare the current percentages of minorities and women in the area population and labor force with the percentages of minorities and women in the specified occupational categories within the City work force. Those occupational categories in which the representation of minorities and/or women is less than the representation of those groups in the population and labor market shall be considered areas underutilized.
- E. The extent of the underutilization present in each occupational category (determined by the number of positions by which minorities and/or women are underrepresented) shall serve as the basis for the Personnel Officer's prioritizing planned analysis of the modifications to existing personnel policies, practices, and processes. The Personnel Officer shall consider as top priority for analysis and possible modification those personnel policies, practices, and processes which affect the selection of employees for those occupational categories in which it is determined minorities and/or women are most severely underutilized.
- F. The utilization analysis tables appended to this document are the City's 1975-76 utilization analysis.

VI. Staffing Goals and Timetables

- A. The number of positions by which minorities or women are underrepresented in each occupational category shall become the "Affirmative Action Staffing Goals" for each of the occupational categories.
- B. Affirmative Action staffing goals shall be reassessed annually, and if necessary, revised annually. Timetables for meeting the staffing goals shall be established by the Personnel Officer and affected department heads. Short-term (one year) and long-term (five year) timetables should be established.
- C. Revisions to the Affirmative Action staffing goals and timetables shall be appended to this document on a regular basis. The goals and timetables shall be presented in the format used in the Cooperative Personnel Services Affirmative Action Study conducted in 1975.
- D. The five-year timetable appended to this document shall represent the City's first Five-Year Plan for achieving Affirmative Action staffing goals, effective through June 1981. The timetable should be appropriately revised annually.

VII. Audit and Reporting System

A. The Personnel Office shall maintain records on:

1. Recruitment activity
2. Applications for employment received
3. Applicants' performance on written, oral, and other selection devices
4. Employee appointments
5. Promotions
6. Separations
7. Disciplinary actions

The race, sex, and age of applicants and employees shall be noted in the records mentioned.

B. These records shall be presented by the Personnel Officer, along with the City staffing goals and timetables, to the City Manager and City Council on an annual basis.

C. These records shall be utilized by the Personnel Officer in prioritizing planned analysis of and modifications to city personnel policies, practices, and processes.

VIII. Personnel System Modifications

A. The Personnel Officer shall direct analysis of and modifications to city personnel rules, policies, practices, and processes as deemed necessary by evidence of underutilization and records of applicant performance on city selection processes.

Those personnel areas that shall be subject to analysis and modification to facilitate the City's Affirmative Action efforts include but are not limited to:

1. Personnel laws, rules, and policies
2. Recruitment processes
3. Application processing and application forms
4. Examination processes
5. Certification procedures
6. Employee Performance Appraisal practices
7. Classification and career mobility systems
8. Promotion practices
9. Employee training
10. Appeal processes

B. Recommendations resulting from current studies of the City's personnel systems shall be appended to this document and shall be acted on as soon as possible.

C. Subsequent work plans developed by the Personnel Officer, detailing analysis of and modifications to the City personnel system to be undertaken shall likewise be appended to this document. Progress reports and implementation reports on such analysis and modifications shall also be attached to this document.

IX. Updating and Dissemination of the Affirmative Action Plan

As stated previously, this is a working document. As objectives and components of the City's Affirmative Action Program are modified and added, this document should expand as a reflection of the activity within the Program.

This document, and all accompanying materials assessing the progress of the City's Affirmative Action Program shall be readily available to the City Council, the Personnel Commission, employees of the City, the general public, and any other interested parties.

Affirmative Action Goals

Based on the analysis made by the Cooperative Personnel Services, the following six goals should be adopted by the City of Mountain View:

1. As 24-30 administrative positions in the City are held by white males, the City shall take strong action to increase the number of minorities and females in these positions.
2. Females are seriously underrepresented in the following job categories:
 - a. Professional
 - b. Technical
 - c. Protective Service (Police and Fire)
 - d. Skilled Craft
 - e. Service and Maintenance

The City shall make a strong effort to reduce the size of existing deficiencies in these areas and departmental affirmative action programs will include action plans to address these deficiencies.

3. Minority employees are substantially underrepresented in the following job categories:
 - a. Management Administrative
 - b. Professional
 - c. Technical
 - d. Protective Service (Police and Fire)
 - e. Office Clerical
 - f. Skilled Craft
 - g. Service and Maintenance

As the deficiency is primarily among minority females, the City shall concentrate new employment efforts on the recruitment of minority females in the above named job categories.

4. The female underrepresentation of approximately 30 positions in the protective services (Police and Fire) represents about half of the City's total underrepresentation of females. Strong efforts shall be undertaken to employ females in the Police and Fire Departments and departmental affirmative action programs in these two departments shall include action plans to attack this problem.
5. Females currently hold 81% of the jobs paying less than \$10,000 per year while males hold 87% of the jobs paying \$10,000 or more. The City shall make efforts to assist with counseling and upgrading of female employees of the City in order to qualify them for promotion to higher salary levels.
6. Minority female employees hold only 1% of the positions paying \$10,000 or more. The City shall initiate strong efforts and affirmative action in hiring minority females for higher level positions.

The Cooperative Personnel Services' review included development of a Five-Year Affirmative Action Plan. That plan from the report shall be adopted as part of the City's Affirmative Action Program and shall be used as a basis for setting of additional goals for the entire City and for individual departments. It shall cover the period through June 1981.

In implementing this five-year plan, the City shall attempt to employ minorities and females in areas identified as having the greatest deficiencies. This strategy will move the City towards the goals of equality employment in all job categories and all salary levels of city employment.

Proposed Review of Existing Classification Plan

In the study presented to the Personnel Commission, it was emphasized that analysis of duties and responsibilities assigned to all positions in the City should be undertaken to determine relevancy of minimum requirements and job standards. This analysis would include examinations of the duties performed by incumbents of the classification and validating or revising minimum requirements. It was noted that Mountain View, like many cities, has job standards that have been presumed to be valid, but in many cases they may exceed the minimum qualifications necessary to perform duties included in the class specifications.

During the 1976-77 fiscal year, city departments with the assistance of the Personnel Office shall review all existing class specifications and present changes to the Commission. The schedule and target dates for presentation of reports to the Commission shall be as follows:

1. January--Protective Services (Police and Fire classifications)
2. February--Clerical Classes (all departments)
3. March--Skilled Craft, Maintenance
4. April--Para-professionals, Technicians (primarily Library, Engineering, and Recreation classifications)
5. May--Officials, Administrators (all management personnel)
6. June--Professionals (primarily librarians, engineers, recreation personnel, planners, and management assistants)

As there was considerable concern raised by departments concerning the minimum qualifications, it is anticipated that a considerable amount of work and evaluation will be undertaken to ensure that the classification plan is relevant and employment standards adequate to employ qualified employees.

Commission Review and Approval of Departmental Affirmative Action Programs

Subsequent to the 1974 report to the Commission and Council, departments established action plans to implement affirmative action goals in every department. These plans and programs were formalized in written form and reviewed by the Personnel Office.

Considerable updating and revision of departmental plans is necessary. Therefore, all departments shall review and revise their departmental plans to incorporate deficiencies previously identified and incorporate the revised goals adopted by Personnel Commission and Council.

These revised departmental plans will be presented to the Personnel Commission for review on the following schedule:

1. January--Public Works
2. February--Police
3. March--Finance
4. April--Fire and Parks & Recreation
5. May--City Clerk, City Attorney, and City Manager
6. June--Library and Planning

In addition, where appropriate, departments shall establish career ladders that will assist employees in their department in developing skills that will assist in their future promotion.

Review of Recruitment and Selection Systems

In Commission review of the City of Mountain View's Personnel and Affirmative Action Policies, recommendations were made for the improvement of recruitment and selection systems. In this regard, the following changes are recommended as goals for both the City's Affirmative Action Program and for departmental affirmative action plans:

1. Increase liaison with women and minority groups. This type of formal liaison is desirable as a sounding board for general affirmative action planning and as a means of getting feedback and suggestions on specific proposals from management affecting affirmative action program.
2. Establishment of recruitment centers in minority areas. Due to a lack of resources, the City's efforts shall be scaled down from that recommended by consultants. Rather than establishing recruitment centers that are staffed by city employees, recruitment centers shall be staffed by volunteers or established in a manner where no staffing is required. It is recommended that a minimum of four such centers be established during the coming fiscal year.
 - 2a. Appropriate recruitment for minorities and women will include Outreach recruitment and advertisement within the community.
3. Application for employment. The City has revised its application for employment and produced a new form in July of 1976. This form does not include any nonjob-related inquiries and will be periodically revised to insure its validity.
4. Test validation based on job analysis. The City shall continue to participate in statewide validation studies as it has in the past for Police and Fire occupations. During the 1976 fiscal year, the City shall implement the results of the clerical validation study that was recently completed. These results will lead to the revision of class specifications and new testing procedures.
5. Training and counseling for promotability. The City shall establish a formal relationship with Foothill College in which maximum opportunity for training and counseling of employees shall be undertaken. In addition, training and counseling shall be made available through departmental affirmative action coordinators to the fullest extent possible.

In addition, the program will include a centralized effort including the following elements:

- a. Regular completion and updating of personal career development and training plans for city employees.
- b. A counseling program for all city employees that will emphasize career development and include counseling on affirmation action problems and assisting with complaints of discrimination.

- c. A central file of training and development resources including career-related courses offered in the Mountain View area.
- d. Encouragement of employees to utilize the City's Tuition Reimbursement Program as part of their career-related training program.

6. Equal Employment Opportunity complaints. The City shall establish a formal procedure for investigating and resolving Equal Employment Opportunity complaints. Though there had been very few complaints in past years, it is recognized that a formal procedure and follow-up program is desirable. This shall be completed during the 1976-77 fiscal year by the Personnel Officer.

Other Recommendations

In addition to recommendations for improvement identified by consultants, the following recommendations are to be implemented during the 1976-77 fiscal year:

1. All departments shall develop a formal Affirmative Action Program for part-time and hourly employees. The City employs approximately 500 part-time and hourly employees and they are currently not included in the City's Affirmative Action Program. This formal program shall be established in written form and shall be presented by the individual departments as part of the review of their departmental affirmative action programs.
2. The City shall utilize federally-funded programs such as CETA, Work Study, and VOICE Programs, as trainee programs for regular city positions. In order to meet affirmative action goals, trainees in these programs shall be primarily those who will help the City correct affirmative action deficiencies.
3. It is recommended that the September meeting of the Personnel Commission be established as the annual meeting for presentation of the City's Affirmative Action Report. Each September, the Personnel Officer shall present affirmative action reports and recommendations for improvement to the Personnel Commission. Subsequent to review and modification by the Commission, the report shall be presented to the City Council.

ATTACHMENT 1

PROPOSED CITY GOALS

The following Affirmative Action goals for minority representation and women are based, respectively, on the County of Santa Clara population and percentage of female population in the labor force.

<u>Ethnic Minority</u>	<u>Current Goal</u>	<u>Proposed Goal</u>
Black	1.3%	1.7%
Asian	6.2%	3.0%
Hispanic (Spanish Surnamed)	13.3%	17.5%
Other	0.3%	1.0%
Female	41.7%	43.5%

The current goals are based on the City of Mountain View's population characteristics. The proposed goals are based on the population characteristics of the County of Santa Clara. The proposed goals are set in recognition of the fact that, in practice, the City draws the major portion of its work force from the entire County of Santa Clara rather than the confines of the City.

ATTACHMENT 2
CITY MINORITY AND FEMALE HIRING GOALS

Citywide Minority and Female Hiring Goals (in numbers of positions, rounded off to nearest whole position).

Total # City Positions

384

56.5%	43.5%
-------	-------

Total # Male Positions	Total # Female Positions
217	167

76.8%	17.5%	1.7%	3.0%	1.0%	76.8%	17.5%	1.7%	3.0%	1.0%
White Male	Spanish American Male	Black Male	Asian Male	Other Minority Male	White Female	Spanish American Female	Black Female	Asian Female	Other Minority Female
166	38	4	7	2	128	29	3	5	2

ATTACHMENT 3

CURRENT AND PROPOSED CITY MINORITY
AND FEMALE UTILIZATION

Citywide Minority Utilization (in numbers of positions,
rounded off to nearest whole position).

	Male				Female			
	Spanish American	Black	Asian	Other Minority	Spanish American	Black	Asian	Other Minority
Current Utilization	48	6	3	5	2	0	4	2
Goal	38	7	7	2	29	3	5	2
Underutilization	0	1	4	0	27	3	1	0

Citywide Female Utilization (in numbers of positions,
rounded off to nearest whole position).

Current Utilization	83
Goal	167
Underutilization	84

ATTACHMENT 4

FIVE-YEAR AFFIRMATIVE ACTION HIRING PLAN

	Spanish-American		Black		Japanese		Other Minority		Total Female
	Male	Female	Male	Female	Male	Female	Male	Female	
Number of Current Employees	48	2	6	0	3	4	5	2	38
Fiscal Year	Number of positions to be filled by minorities and female each year (Yearly Hiring Goals)								
7/75-6/76	*	4	*	1	*	*	1	1	12
7/76-6/77	*	4	*	1	*	*	*	*	13
7/77-6/78	*	4	*	1	*	*	*	*	12
7/78-6/79	*	4	*	1	*	*	*	*	12
7/79-6/80	*	4	*	*	*	*	*	*	12
Total Number of Positions to be filled by 6/80 (Five-Year Goals)	48**	22	6	4	3	4**	6	3	144

*Maintain or surpass parity employment.

**Though this total is higher than parity employment, we do not recommend reducing the number of employees in this category.

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ATTACHMENT 5

Employee Ethnic Identity
by EEO-4 Job Categories as of June 30, 1976

	<u>Male/White</u>	<u>Male/Black</u>	<u>Male/Hispanic</u>	<u>Male/Asian</u>	<u>Male/Other</u>
Officials and Administrators	36 90%	0 0	1 2.5%	0 0	0 0
Professionals	27 63.4%	0 0	4 9.8%	1 2.4%	0 0
Technicians	28 66.7%	1 2.4%	1 2.4%	0 0	0 0
Protective Services	76 83.5%	1 1%	10 11%	0 0	1 1%
Clerical	2 3.7%	0 0	0 0	0 0	0 0
Skilled Craft	6 54.5%	0 0	5 45.5%	0 0	0 0
Service-Maintenance	51 59.3%	3 3.4%	25 29%	3 3.4%	0 0
	<u>Female/White</u>	<u>Female/Black</u>	<u>Female/Hispanic</u>	<u>Female/Asian</u>	<u>Female Other</u>
Officials and Administrators	2 5%	0 0	1 2.5%	0 0	0 0
Professionals	8 22%	0 0	0 0	1 2.4%	0 0
Technicians	12 28.5%	0 0	0 0	0 0	0 0
Protective Services	3 3.5%	0 0	0 0	0 0	0 0
Clerical	45 83.5%	0 0	3 5.5%	3 5.5%	1 1.8%
Skilled Craft	0 0	0 0	0 0	0 0	0 0
Service-Maintenance	4 4.9%	0 0	0 0	0 0	0 0
	<u>Total/Male</u>	<u>Total/Female</u>			
Officials and Administrators	37 92.5%	3 7.5%			
Professionals	32 75.6%	9 24.4%			
Technicians	30 71.5%	12 28.5%			
Protective Services	88 96.5%	3 3.5%			
Clerical	2 3.7%	52 96.3%			
Skilled Craft	11 100%	0 0			
Service-Maintenance	82 95.1%	4 4.9%			

ADMINISTRATIVE INSTRUCTION

SUBJECT

AFFIRMATIVE ACTION PROGRAM

PAGE 1 OF 4

PURPOSE

To implement an affirmative action program for the City of Mountain View which is consistent with applicable governmental regulations and City Council policy to insure that:

1. A positive effort is made to locate and encourage members of the minority community, the handicapped, and women, to seek employment with the City.
2. Such persons employed by this city are made aware of opportunities for advancement.
3. Such persons are encouraged to take advantage of promotional opportunities.
4. The caliber and quality of city employees and city services will be maintained and improved.
5. Racial and ethnic minorities and women representation in all departments and all occupational groupings of this city are in proportion to the total minority population of the City of Mountain View.

This city recognizes that the effective application of the policy of merit employment involves more than just a policy statement and will, therefore, undertake a program of affirmative action to make known that equal employment opportunities are available on the basis of individual merits, and to encourage all persons to seek employment with the City and to strive for advancement on this basis.

PROCEDURESResponsibilitiesAction

City Manager

Shall periodically reaffirm the Affirmative Action Program in order to establish and maintain a climate of acceptance.

Department Heads

1. To familiarize themselves with the purpose and intent of this program.
2. To implement this program within their area of responsibility, including development of departmental goals and programs for five- and ten-year periods which will bring departmental employee makeup in line with the

ADMINISTRATIVE INSTRUCTION

SUBJECT

AFFIRMATIVE ACTION PROGRAM

PAGE 2 OF 4

following community representation:

Black	1.3%
Asian	6.2%
Hispanic (Spanish Surnamed)	13.3%
Other	0.3%
Female	41.7%

3. To designate a departmental affirmative action coordinator who shall serve as departmental expert, counselor for women and minority employees, and be a liaison with the City Affirmative Action Officer.
4. To insure that all minority group employees are equally well acquainted with recurring opportunities for training and have access to advancement in the employee's occupational field.
5. To insure that all employees understand equally well the qualifications, standards of performance, and standards of conduct required for consideration for advancement.
1. Personnel Officer
 1. Report annually to the City Manager and Personnel Commission the ethnic and sex composition of the City work force by class, department, and division. This report shall be made in coordination with the annual report prepared for E.E.O.C.
 2. To maintain a vigorous minority recruitment program:
 - a) Requiring the department involved to assign personnel to aid in minority recruitment;
 - b) Utilizing bilingual advertising of job vacancies;
 - c) Where feasible, performing on-site recruitment and testing activities in areas of the City reflecting high proportion of minority residents;

ADMINISTRATIVE INSTRUCTION

SUBJECT

AFFIRMATIVE ACTION PROGRAM

PAGE 3 OF 4

- d) Making systematic contact with schools, minority groups, and minority representatives regarding prospects for city employment;
- e) Eliminating unessential and unreasonable educational and experience requirements from job specification and announcements.

3. To provide modern and meaningful testing procedures:

- a) Use examination procedures that will allow for written and nonwritten demonstrations of occupational competency;
- b) Acknowledge the desirability of not using written examinations unless they have been validated;
- c) Develop and utilize performance tests in those occupational categories where demonstrated ability is the prime requisite of the job; e.g., laborers, equipment operators, maintenance workers, typists, etc.;
- d) Review education, experience, and other requirements of relevant classes of employment to determine the validity and job relatedness of requirements.

4. To develop training programs for all city employees to assist them in job improvement, promotion, and general effectiveness:

- a) Information regarding job related training and education available in the area shall be made available to employees at all city facilities on a continuing basis;
- b) Insure that all city employees especially department and division heads who meet the public, are provided with interpersonal relations and cultural awareness training.

ADMINISTRATIVE INSTRUCTION

NUMBER

11-1

EFFECTIVE DATE

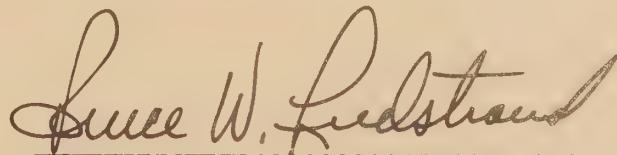
January 1, 1975

SUBJECT

AFFIRMATIVE ACTION PROGRAM

PAGE 4 OF 4

5. To provide a classification structure which will give more entry level positions and better promotional patterns.
 - a) Evaluate job families in the city organization and, where appropriate, develop training classes below the existing entry level classes in those job families.
6. To serve as City Affirmative Action Officer. As such, the Personnel Office shall:
 - a) Require department heads to justify all appointments to city positions. In the event the appointment does not result in the achievement of departmental affirmative action goals, the Personnel Officer may reopen recruitment rather than approve the department's recommended appointment;
 - b) be responsible for all coordination and promotion of the City's Affirmative Action Program.
7. To report annually to the Personnel Commission on the status and progress of all action proposals developed in the Affirmative Action Program.



Bruce W. Liedstrand

Bruce W. Liedstrand, City Manager

CITY OF MOUNTAIN VIEW

City Hall
540 Castro Street
Post Office Box 10
Mountain View, CA 94042
(415) 967-7211

PLEASE NOTE:

1. A separate application is required for each position.
2. Use a typewriter or print in ink. Incomplete or illegible applications will not be considered.
3. Keep the Personnel Office informed of any change of address.

Qualified _____	Disqualified _____
By:	Education _____
	Experience _____
	Incomplete _____
	Other _____

Position

Position Applied For _____

Personal

Full Name _____

Last _____

First _____

Middle _____

Address _____

Street _____

City & State _____

Zip _____

Age (if over 65 or under 18) _____ Home Phone _____ Bus. Phone _____

Do you have a valid driver's license? Yes _____ No _____ State _____ Lic. No. _____

Have you any relatives working for the City of Mountain View? _____

If yes give name and relation _____

Education

Name of School _____

Major _____

Degrees _____

High School _____

College or Univ. _____

Trade or Business School _____

Clerical Skills: Typing WPM _____ Shorthand WPM _____

Other Office Equipment _____

Other Special Training, Professional Licenses or Registrations _____

Do you speak any languages in addition to English? _____

Medical

Have you ever received Worker's Compensation? Yes _____ No _____

If yes, give date, nature of each injury or illness which may relate to the job for which you are applying. _____

Volunteer Experience

Related community or volunteer experience (if applicable). Do not list any political party affiliations.

Dates _____

Organizations _____

Special Responsibilities _____

Convictions

Convictions are not themselves a bar to employment and you are not required to list them here. However, if you have been convicted of charges other than minor traffic violations that are related to the job you are applying for, the City of Mountain View may be unable to hire you. Please list and discuss any convictions which you think may be job related.

Employment History

Starting with your present or last employer, please account for your past work experience. Please attach any supplemental information you think might be useful. However, be sure you fill out the application fully. DO NOT MARK THE APPLICATION "SEE RESUME."

Name of Employer	From	To	Total Months
Street	City & State	Phone	
Supervisor: Name & Title			
Title of your position. Duties and responsibilities			
Number of persons you supervised			
Name of Employer	From	To	Total Months
Street	City & State	Phone	
Supervisor: Name & Title			
Title of your position. Duties and responsibilities			
Number of persons you supervised			
Name of Employer	From	To	Total Months
Street	City & State	Phone	
Supervisor: Name & Title			
Title of your position. Duties and responsibilities			
Number of persons you supervised			
Name of Employer	From	To	Total Months
Street	City & State	Phone	
Supervisor: Name & Title			
Title of your position. Duties and responsibilities			
Number of persons you supervised			
Name of Employer	From	To	Total Months
Street	City & State	Phone	
Supervisor: Name & Title			
Title of your position. Duties and responsibilities			
Number of persons you supervised			

Agreement

I understand that any misrepresentation or deliberate omission of a material fact may be justification for termination or refusal of employment. I agree to undergo physical examination and fully understand that employment is contingent upon meeting the City's physical requirements. I also authorize the employers, schools or persons named to give any additional information regarding my qualifications and character.

Please read the above and sign.

Signature

Date

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